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Stress Management: Controlling
the Hidden Stalker Within the Immigration Courts

By

Corey Graff

Library
National Center for State Courts
300 Newport Ave.
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ABSTRACT

The purpose of this research project is to determine if individuals working at the United States Immigration Courts feel stressed as a result of their job, and if stress affects those individuals and the courts resulting in loss of productivity, such as increased absenteeism.

The research for this project was conducted by surveying employees from eight United States Immigration Courts. A total of sixty-nine individuals responded by completing an electronic mail questionnaire survey. The quantitative survey consisted of thirteen multiple choice questions designed to ascertain the respondent's opinions regarding their stress level and how it affects their work productivity. Respondents identified stressors that contribute to conditions on the job and noted stress relieving activities for which they'd like to access to decrease the adverse affects stress has on them at work.

The data indicates that the majority of employees surveyed experience moderately high levels of stress from their job and work environment. Seventy-five percent of those surveyed indicated that they miss three to four days of work each year due to stress caused by excessive workloads, poor relationships with co-workers and poor management.

To reduce the stress problem plaguing the United States Immigration Courts, the agency should encourage the employees to relieve stress by incorporating regular exercise or relaxation techniques into their work environment and adjust agendas and work breaks to

provide more flexibility during their work schedules. Employees should be encouraged to make use of the Department's Employee Assistance Program (EAP) and related stress seminar. EAP can provide educational workshops, individual counseling and long-term assistance. In addition, each court will benefit from implementing programs to facilitate communication between co-workers and management.

Introduction

According to the National Institute for Occupational Safety and Health (NIOSH), U.S. related businesses lose billions of dollars each year in associated absenteeism, reduced productivity and employee turnover because of the increase amounts of stress.¹ "By 1995, nearly one-half of the States allowed worker compensation claims for emotional disorders and disability due to stress on the job [note, however, that the courts are reluctant to uphold claims for what can be considered ordinary working conditions or just hard work]."² According to the U.S. Bureau of Labor Statistics, "neurotic reaction to stress" is the forth-highest disabling workplace injury.³ Paul J. Rosch, M.D. and president of the American Institute of Stress at the New York Medical College, states 'mental stress absence accounts for 11 percent of employee absences in 1996.'⁴ In a 1996 NIOSH study dealing with workplace violence, one out of six violent crimes occurs in the workplace, and another one million workers are assaulted each year.⁵

Fortunately the United States Immigration Courts has yet to experience any violent and serious incidents involving any of their employees. However, according to Steve Muir, the agency's Employee and Labor Relations Specialist, what he has notice are more employees claiming that added work stress has attributed to their behavior in the form of excessive absences from work, disruptive and non-professional outburst and tantrum like conduct

projected at fellow employees or people conducting business with the courts.⁶ Mr. Muir also stated, that in the past few years, his office has seen an increase in the number of employees seeking a disability claim, asserting stress as an contributing factor.⁷

History

Stress is a naturally occurring physiological human function that has been present since the beginning of mankind. However, it was not until an endocrinologist by the name of Hans Selye in the 1930s, was the concept of stress isolated. As an Austrian-born doctor working in Canada, Dr. Selye observed similarities among his various patients. Whether suffering from injury, cancer or an infectious disease, they all appeared to share certain characteristics. These characteristics include, weight loss, apathy, loss of appetite and reduced energy and strength. At the time, Dr. Selye labeled these symptoms as "just being sick."⁸ Upon further investigation of his "just being sick" syndrome, Dr. Selye discovered that good and bad life events as well as thoughts or emotions also caused these symptoms. Dr. Selye observed that when individuals underwent changes - whether physical or emotional, good or bad,- the body underwent certain predictable evolutions. Dr. Selye further noticed that individuals experiencing these changes were oftentimes unaware of the changes that were occurring.⁹

Those events or experiences that cause our bodies to react in many of the ways Dr. Selye described are what we commonly refer to today as "stressors." Some stressors may be under one's control while others are not. When faced with an uncomfortable situation our bodies typically react by responding non-reflectively with a primitive 'fight or flight' response to perceived dangers. This physiological response produces surges of chemical reactions in the

bloodstream which can cause physical problems such as high blood pressure or psychological problems, such as anxiety disorder or depression.¹⁰

It is believed that man has retained much of his primitive hormonal and chemical defense mechanisms throughout the centuries. These defenses enabled the cave man to either fight the perceived danger or to retreat. Evolution and 'progress' have caused the individual to shift responses from external to internal defenses. The need to stay finely tuned to immediate physical danger has been significantly tempered. Therefore, everyday work-related problems must be handled internally. We can not punch a co-worker when he or she does something we don't like or assault customers visiting the court when they do something which may anger us. Similarly, modern day workers are not free to use the 'flight' response under felt danger either. It is believed that this internalization of our primitive responses causes the strain on our bodies and leads to stress related disease and sickness.¹¹

When confronted by a physical or emotional threat, the triggering of certain bodily reactions takes place. The body's stress responses is somewhat like an airplane readying for take-off; virtually all systems -- the heart and blood vessels, the immune system, the lungs, the digestive systems, the sensory organs and brain -- are modified to meet the perceived danger.¹²

The short-lived or infrequent episodes of stress pose little risk. But when stressful situations go unresolved, the body is kept in a constant state of activation, which increases the rate of wear and tear on the body's systems. Ultimately, fatigue or damage results and the ability of the body to repair and defend itself can become compromised.

Surveys of the Immigration Courts

To help determine if individuals working in the Immigration Courts believe that stress may be affecting them, I developed and conducted a survey from eight of the United States Immigration Courts.

Prior to developing my survey I reviewed several journals, Internet articles, books and reference publications about stress. Several of them contained insightful survey examples and questionnaires which helped facilitate this survey.¹³ I had hoped to discover previous stress studies that included courts or other judicial agencies. Although, I was unable to uncover any germane studies related to court stress, I did locate several articles that examined the demands and stress found in private practicing attorneys and the added pressures of trial courts.¹⁴

The articles and publications containing sample surveys that I found most informative were those related to businesses and office settings. By examining these surveys I developed and formulate a collection of framed questions that could be applicable to the United States Immigration Courts. Questions one through six sought information regarding the respondents' opinions about their stress at work, the severity and resulting consequences. The remaining questions examined the causes and inquired about relief and stress management.

Early on, I assembled twenty-two questions covering questions about one's professional and personal life. Through a pilot survey with colleagues in my office, two observations were made. Most notably, all felt that the length and number of questions may be intimidating and

somewhat taxing. They also noted that certain questions could be construed as too personal and therefore somewhat uncomfortable to answer. Colleagues noted that the questions thought to be personal examined intimate relationships and might limit participation. Therefore, I consolidated the survey and eliminated the controversial questions. The revised survey consisted of thirteen questions. The survey was redistributed for comment to colleagues in my pilot test. The revised survey was found to be cleaner and less intimidating (Appendix A). I realize that the influences associated with one's personal life may often have a significant bearing on their professional life. To address this concern, a few general questions on the survey invited additional information such as: difficulty with a relationship, recently separated, caring for an ailing family member, or other external or non work related matters. The questionnaire was created and formatted using Corel WordPerfect version 8.0. Because all Immigration Court personnel have access to this word processing program it was a natural delivery format. The questionnaire was designed so respondents' could click on the highlighted blue box which preceded each question. Single clicking their left mouse button produced an "x", thus indicating their response. For the questions that solicited additional information, respondents could simply type in their remarks. Certain questions also permitted multiple answers such as questions nine and twelve. On the questions for which more than one response may have been applicable, I should have made a clarifying notation to that effect to be sure the data was not compromised. However, the vast majority of responders answered

these questions with multiple answers which leads me to believe these questions were not compromised.

The questionnaire was distributed to the clerks/legal technicians (including supervisory legal technicians), interpreters & supervisor interpreters, court administrators, and immigration judges. Law clerks were not included in this sampling for several reasons. They are typically employed by the agency for a short-term, do not have a presence in every court, and they have minimum interaction with other staff members. Security staff, Berlitz or contract interpreters and those people not directly employed by the Executive Office for Immigration Review were not included in the survey either. Employees housed at the agency's headquarters in Falls Church, Virginia were not included in the survey also because there is not an Immigration Court located there. The headquarters includes a collection of staff members and operational organizations not found within the usual Immigration Court field offices. For purposes of this survey I was primarily interested in responses from employees of the actual Immigration Courts.

To collect the data, I called on eight court administrators who are colleagues and asked them to assist me by distributing my survey amongst the members of their court. All agreed and the survey was electronically distributed with the understanding that it was voluntary and no one was under any obligation to complete it. Upon completing, those responding could either electronically mail their survey back to me or return the survey to their court administrator who would then forward it to me. At three of the courts I experienced technical

difficulty with the respondents abilities to properly retrieve and open the survey. As a result, in those circumstances the survey was printed out, completed by longhand and then returned to me via fax or regular mail. I received a few inquiries by concerned respondents regarding the confidentiality of this information. I assured those who had questions that this information was strictly for information gathering purposes and their identity would not be shared.

Data Results

The questionnaire was collected over a one week period of time with a total of sixty-nine individual responders. Those responding consisted of eight court administrators, twenty-eight clerks/legal technicians, eighteen interpreters and fifteen immigration judges from eight different immigration courts throughout the United States. For purposes of representing and deducing the findings, the results from the questionnaire were grouped and recorded according to the participant's position. Furthermore, the sixty-nine participants seemed a suitable cross sample which proportionately represented staffing ratios found within the United States Immigration Courts.

Fifty-nine or 85% of the responders believe their work or work environment is stressful. The Immigration Judges were the lowest at 73% and the Court Administrators the highest at 100%. Both clerks/legal technicians and interpreters were similar at 86% and 89% respectively. Likewise, when asked to rate their level of stress, more than half (i.e. 53%) of immigration judges indicated "mild" stress levels. All others rated their stress levels predominately in the moderate level. More than 60% indicated experiencing stress for more than the one year. When asked about stress affecting productivity, 100% of those surveyed indicated that stress affected their productivity and perhaps just as important, nearly 95% indicated it affected how they feel.

It is significant that 48% of those surveyed missed an average of three to four days due to stress and another 33% experienced five or more days each year due to stress related ailments. When asked how many times stress reduction was implemented, 63% of the court administrators, 66% of the interpreters and 39% of the clerks/legal technician had made three or more attempts. Consistent with their notation of mild stress, 66% of the immigration judges reported no attempts. Following up with the respondents opinions about their stress increasing or decreasing if nothing is done, overall 54% feel their stress will increase, 40% see their stress level remaining the same and a minority 8% feeling their stress will improve. In identifying the major contributors to the respondents' stressors, 33% of all responses indicated that co-workers are the biggest factor, followed by an equal distribution of workload 25% and environmental, equipment and working condition, also at 25%. Poor management was noted by 18% of the responders as a cause of stress. When asked if they thought the organization currently offered ways to manage stress nearly everyone (i.e. 95%) felt the organization did nothing to promote stress management. However, when polled if interested about reducing or managing their stress, 73% of the immigration judges were supportive and nearly 100% of everyone else as well.

In the subsequent question as to the most beneficial forms of stress reduction, the three most designated were exercise and breaks, workshop/seminar and massage therapy. Other than the interpreters, who selected workshop/seminar and massage as their number one, everyone selected exercise and breaks as the most sought after. Massage therapy was highly

preferred, especially by the clerk/legal technicians and interpreters who typically spend the greatest amount of time on their keyboards computers. The two options related to fostering improved communication (e.g., "increase communication and increase responsiveness") were ranked low. This being somewhat odd, since relationship with co-workers was identified as the biggest reason for job stress. In general, it seems most tended to place a higher interest in the physical forms of stress reduction rather than with the internal or expressive applications of stress reduction (Appendix B).

Prior to conducting this formal survey I suspected that the majority of employees of the Immigration Court would acknowledge feeling stressed. However, I found it most interesting that the Immigration Judges, in general, reported that they are the least affected by stress. In the responses to questions one and two, more than one-quarter of the immigration judges did not feel their work or work environment was stressful, while nearly 90% of everyone else reported stress. Overall, judges were the only group who rated the majority of their stress level in the "mild" category. On the other extreme, according to responses found in the "severe" category, the immigration judges were 50% below the next lowest group.

Accurate accounting for these variances calls for additional research. The questions as phrased may not have related to their experiences of stress, if it exists in any serious form. However, it is important to note that Immigration Judges do not have supervisory responsibilities and their esteem may be boosted by the high regard and deference given them in the courtroom and around the office, possibly affecting their reports of low incidence of

stress. It's also possible that the problems they experience in the course of doing their jobs they do not characterize a 'stress'. They may experience frustration with over crowded schedules, witnesses who don't show up, interpreters who fail to appear, or attorneys who arrive in court unprepared and not label these problems 'stress'. The significant amount of supervisory responsibilities by the court administrators for judges' dockets as well as staff issues, their overall accountability for the offices, and their central role in understaffed and over scheduled courts may account for their acknowledgment of stress. Since only eight court administrators were surveyed, further research would be needed to see if larger numbers reflected the same stress levels and causes. Some of the supervisory legal technicians and supervisory interpreters fall into this category as well.

Compared to other organizations, the stress atmosphere found at the Immigration Courts may actually be considered fairly healthy. In a stress survey conducted by Northwestern National Life, 40% of workers in a medium sized telecommunications office, reported that they felt their jobs were "very or extremely stressful."¹⁵ Similarly, in a 1997 study conducted by Yale University through their School of Management, it was reported that 29% of workers reported feeling "quite a bit or extremely stress at work."¹⁶ Both well above the "severe" levels the survey I conducted ascertained.

Paralleling their perceived stress levels was question six which asked if stress had contributed to loss of work and if so, how many days. Not surprising was the fact that the immigration judges were again the lowest group overall with more than half claiming not to

have missed any work due to this condition. Of the judges who did miss work, 40% maintain that it was one or two days. Conversely, the data from the other three groups suggest much higher incident rates. Seventy-five of the court administrators attributed missing work, 85% of clerks and legal technicians and 92% of interpreters. The average number of days missed were also much higher with three-quarters of court administrators who reported missing five or more days and 50% of clerk/legal technician and 78% of interpreters who reported missing three to four days of work.

Because neither the Executive Office for Immigration Review or the Department of Justice require or maintain any specific records indicating the amount of leave attributed directly to stress related illnesses, I cannot compare the data from the survey to existing records. However, this survey's responses make it apparent that the majority of workers recognize stress as a major contributor to missed work time. Furthermore, if the response to follow-up question eight is any indication of the future, the Immigration Court is likely to see a significant increase in absenteeism. In a 1999 study conducted by David Stum, PH.D., and President of the Loyalty Institute at Aon Consulting in Ann Arbor, Michigan, Dr. Stum concluded that "employees increasingly are feeling stressed and days lost from work because of stress has increased 36% between 1995 and 1998."¹⁷

In question nine (What is the major reason contributing to job stress) the question was structured to obtain information regarding the Immigration Court "stressors." As the results indicate, there was not a predominate stressor identified, however, the pressures from co-

workers was found to be the single biggest contributor and the most common amongst each groups.

The factors that provoke stress conditions will likely continue at the Immigration Courts. Skeptics are likely to refuse to believe an incessant problem exists, that benefits outweigh the cost, and that little can be done to make a significant change. I believe it's our responsibility to notice the subtle indicators that are occurring which are gripping many people and the organization. Through the use of existing programs and with minimal expense it is my belief that many of the negative stressor may be redirected and reversed.

The Department of Justice who oversees the Executive Office for Immigration Review, has a wide range of support services available to its employees through the Employee Assistance Program and Worklife Group for a number of years. However, it has only been within the past two years that the EAP has offered formal stress-related programs to complement other services. In order for the Immigration Courts to reduce stress-related absenteeism, court leaders need to examine what the major reason(s) may be that contribute to the current condition.

Recommendations

The majority of Immigration Court personnel who responded to the survey believe that stress is a byproduct of their jobs and many of them would like to see changes made to relieve or reduce their stress. According to James Campbell, PH.D., professor of Organizational Behavior at the University of Texas, "teaching one skill isn't enough." "A good stress reduction program should include several options."¹⁸ Since no single method will enable the Immigration Courts to reduce the complications caused from stress, a collection of solutions is most applicable. In addition, what works for one person may not work for someone else. I have identified several means that will allow the Immigration Courts to promote change. They include; a) finding ways to alleviate stress, b) change the mindset of the employees so stress does not adversely impact them and c) make changes to enhance the organization. Since financial consideration is almost always an issue especially with those who may argue that the cost-benefit effects of stress are dubious, I've tried to keep my recommendations in line with what I believe are realistic and obtainable to the Immigration Court. Although little financial information is available and companies may consider this information soft data and easy to criticize, my research seemed to suggest a high return when companies made wellness investments in their employees. Coors Brewing Company calculated a return on investment from \$1.24 to \$8.33 for every dollar it invested in its wellness program. Additionally they

calculated costs associated with poor employee health can range from \$1,342 to \$6,316 per employee a year.¹⁹

Survey responders noted a need for exercise and breaks. This should not come as a surprise to those who exercise regularly that one of the best ways to cope with stress is to reduce the body's biological reactions to stressors. Experts agree that regular exercise is an essential part of a successful stress management plan. Numerous studies have shown that people who exercise regularly tend to have slower heartbeats, reduced breathing and lower blood pressure when they are resting. During exercise the chemicals called "endorphin" are released which act as natural pain killers and which tend to make us feel happy. Forms of exercises that could easily be adopted by the employees during their work day or break time include either aerobic exercise (e.g., walking briskly, jogging, swimming, bicycling or playing basketball) or isometric exercise such as weight lifting.²⁰ The Cinergy Corporation in Indianapolis has found this to be the case with their company. By offering their employees an on-site fitness center that is accessible twenty-four hours a day and with the company further encouraging usage by deferring cost by charging a nominal annual fee of \$70, company representatives claims the 'that the investment was well worth it,' since the fitness center has boosted morale and relieved stress amongst their 900 employees and their families.²¹

Although not every Immigration Court is conveniently located near a health club, those that are should encourage those individuals wanting to workout to join a facility by allow worker's to use their lunch hour to exercise and share the cost of their membership and

monthly dues. If conveniently located within walking distance of the Courts and possibly with a slight alteration to their schedule, regular exercise may allow the added stress release that he or she requires. Mid-day exercise may be especially valuable to those parents who typically are required to rush home directly after work to attend to their children's needs and who otherwise would not be able to exercise at all. At Tivoli Systems Software Manufacturing the company allows flexible work hours so employees can work-out by taking extra-long lunch breaks making up hours at the start or the end of the day.²²

Flexible lunch hours allow employees to run errands freeing up precious time. By possibly restructuring lunch hours it may be possible to permit employees to gain an additional 15 or 30 minutes. Furthermore, by adopting a rotating or staggered lunch schedule, additional minutes can be obtained usually without any loss in coverage or decrease in services. Furthermore, it could be implemented on a trial basis and with the understanding that abuse or deterioration in the level of service would lead to a cancellation of the program.

Expand the use of the Department's Employee Assistance Program and Worklife Group. The survey indicates that very few of the respondents realize (or at least utilize) the services and wide range of support that this office has available. With minimal effort, the informational brochure which outlines the EAP programs can easily be distributed to each court and posted on a common bulletin board in order to get the word out. Useful programs exist but marketing of these resources is nonexistent. Until my conversation with the Assistant Director Mr. Schwartz, even I was unaware of the extent of their assistance.

Under the direction of Mr. Ted Schwarz, the following stress-related selections have been established to meet the mounting concern for stress within the Department. Access to several stress management video tapes. These tapes can be checked out through the Department's EAP program and are intended to help inform the viewer about common stressors, the result and effects of stress and various ways to deal with stress effectively. In cooperation with the Department of Treasury and their EAP program, the Department of Justice offers a contractor who can provide on-site training and stress management workshops. Through this joint contract, a customized or general seminar/workshop can be setup to meet the client's needs. If need be, the contractor can offer in-house training making it oftentimes more convenience for the entire staff to participate.

The Department of Justice has established a confidential, short-term counseling program. This program is designed to allow each employee up to six sessions with a licensed psychologist, Master of Social Work (MSW), licensed professional counselor, or licensed marriage counselor, depending on the person's needs. Specifically dealing with stress, the program consists of a problem solving approach to identify the problem area and then counseling to correct the problem area. According to Mr. Schwartz, the goal is to assist the individual within an allotted six sessions or refer that person into a long-term program if needed. Generally, medical providers or HMOs will cover the added expense if longer-term support is required.²³

Since one of the more hidden stressors affecting the Immigration Court employees may be found in the increased use of their keyboard and computers which has shown to cause stress in the back, shoulder and neck regions, it's no wonder so many placed a high level of interest in massage therapy. Massage therapy appears to slow down the heart and relax the body. Rather, than causing drowsiness, however, massage actually increases alertness.²⁴ Massage, which is gaining acceptance at more businesses as a form of stress release. Many companies arrange for weekly in-house visits from trained masseurs. Most often users pay for their services. Such is the case with companies like Adolph Coors and Reebok International.²⁵ Since many in the survey did indicate the areas on the survey concerning "Increased communication to air grievances and concerns" and "Increased responsiveness to employee concerns" as a way to benefit them, the courts could easily establish a weekly or monthly schedule in which supervisors can meet with subordinates to exchange information or air grievances before issues escalate. It's important to note that these sessions should not be forums in which employees "vent" frustrations but rather sessions that permit open communication and promote listening as well. Also along these same lines, supervisors should assimilate and apply useful management principles. For example:

- a. Make expectations clear. Develop standards and objectives and complete awareness on how performance will be monitored and evaluated between supervisor and employee.²⁶

- b. Make sure that authority is commensurate with responsibility. Ensure those are responsible have the delegating authority necessary to get a mission accomplished.²⁷
- c. Be aware of the differences between the actual stresses from work and the kinds of stresses that people may be experiencing in other ways. For instance, interpersonal relationship, employees' personal or family life may actually be the root of their problems.²⁸
- d. Be realistic in acknowledging acute stressful events that sometimes occur and learn to openly deal with them. For instance when a discomforting disagreement develops.²⁹

Implement the use of simple relaxation techniques. Simple forms can be utilized that require little training and oftentimes can be self-taught or learned by watching an instructional video or through a demonstration. Some of the more common techniques include:

- a. Deep breathing through the nose slowly to the count of five for ten repetitions, repeating periodically throughout the day.
- b. Muscle relaxation, beginning at your feet and slowly relax all your muscles as you sit in a comfortable position. This technique is often combined with deep breathing as well.

- c. Meditation, used by countless organizations worldwide one technique requiring little adaptation in the daily schedule is called "mini-meditation." This method involves heightening awareness of the immediate surrounding environment, thus redirecting the stress-provoking brain activity into focusing on existing sensory input.

Conclusion

Stress is a fact of life and it's here to stay. We live and work at a faster and quicker pace than at any other time in history. Whether it's a large multi billion-dollar company, one of the new high tech-dot com companies, or in our case an agency within the federal government, the effects of stress on organizations can be crippling and camouflaged in many different forms. Since the term stress is normally not thought of in the same context of other illnesses such as the common cold or flu, it is typically not given the same forethought. Unlike other illnesses from which one quickly recovers and resumes normal behavior, stress tends to manifest itself and become more disease like causing prolonged complications. Much like the flu bug, stress may ultimately poison others who interact with the carrier if left untreated. The spill over effects can become devastating since it can place strain on others who normally may not be susceptible.

Data from my research with Federal Immigration Court employees, suggests employees are operating under moderate amounts of stress and in another 10%, a severe level. Their stress appears to be ongoing, existing for an extended period of time and is projected to worsen. Currently, nearly all indicate that stress is adversely affecting how they feel transcending their ability to perform their jobs. With almost twelve hundred employees working for the Immigration courts and more than seventy thousand others working for other agencies within

the Department of Justice, the money spent paying for absenteeism, reduced productivity, and the additional burden placed on the co-workers, is a tremendous dollar amount.

Few financial resources are allocated to the mental and physical health of employees. Nor are other "perks" put forward to prevent or take a pro active approach to sharpen the minds and bodies of employees. With concrete data such as from the current survey, the Immigration Courts may choose to follow some of the prosperity other leading-edge businesses or government agencies have achieved and institute some programs or at least policies regarding stress impact on absenteeism and loss of productivity. With having to do more with less what do we really have to lose.

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Appendix A

Immigration Court Stress Survey

1. Is work or your work environment stressful?
☐ Yes
☐ No
2. At what level would you rate the level of your job stress?
☐ Mild
☐ Moderate
☐ Severe
☐ Does not apply
3. For how long have you experienced job stress?
☐ Less than one month
☐ 2 -6 months
☐ 6 months - 1 year
☐ More than 1 year
4. Does stress affect your work productivity?
☐ Yes
☐ No
5. Does stress affect how you feel?
☐ Yes
☐ No
6. Have you missed work due to stress?
☐ Yes
☐ No
If yes, how many days per year?
☐ 1 - 2
☐ 3 - 4
☐ 5 or more
☐ Does not apply
7. How many attempts have you made to relieve your job stress or solve the problems causing it?

- ☐ None (I have experienced stress but have done nothing to resolve it)
- ☐ One
- ☐ Two
- ☐ Three or more

8. If you do nothing, do you see your job stress.

- ☐ Getting worse
- ☐ Staying the same
- ☐ Getting better
- ☐ Does not apply

9. What is the major reason contributing to your job stress?

- ☐ Work load
- ☐ Poor management
- ☐ Relationship with coworkers
- ☐ Environmental, equipment, working conditions
- ☐ Other

☐ Does not apply

10. Does the organization recognize and offer means to help manage your stress?

- ☐ Yes
- ☐ No

11. Would you be interested in techniques that may help reduce or manage your stress?

- ☐ Yes
- ☐ No

12. What forms of stress reduction would you find most beneficial?

- ☐ Exercise and breaks
- ☐ Meditation
- ☐ Massage
- ☐ Increased communication to air grievances and concerns
- ☐ Increased responsiveness to employee concerns

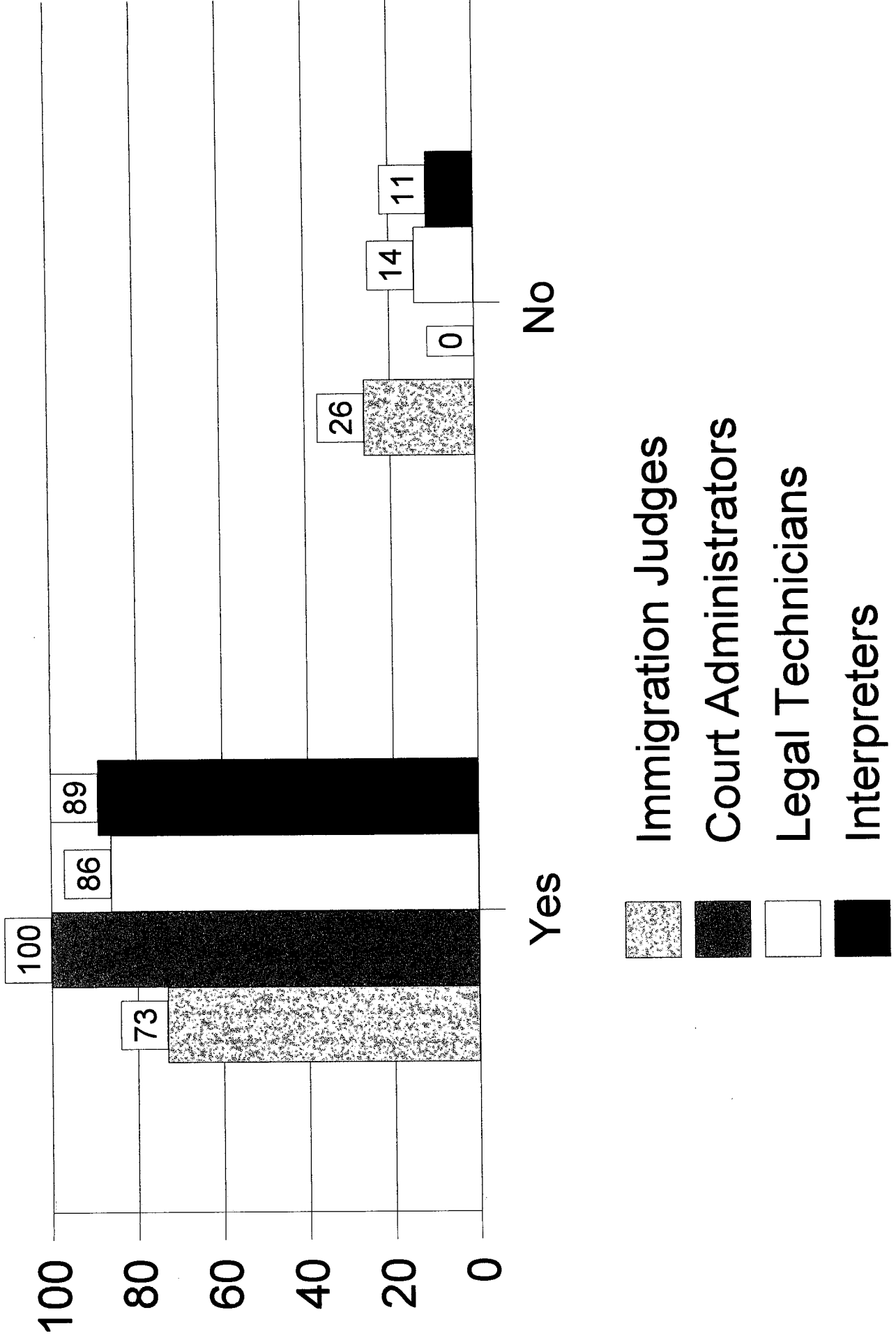
- ☐ Workshop or seminar
☐ Other:

13. Please identify your position

APPENDIX B

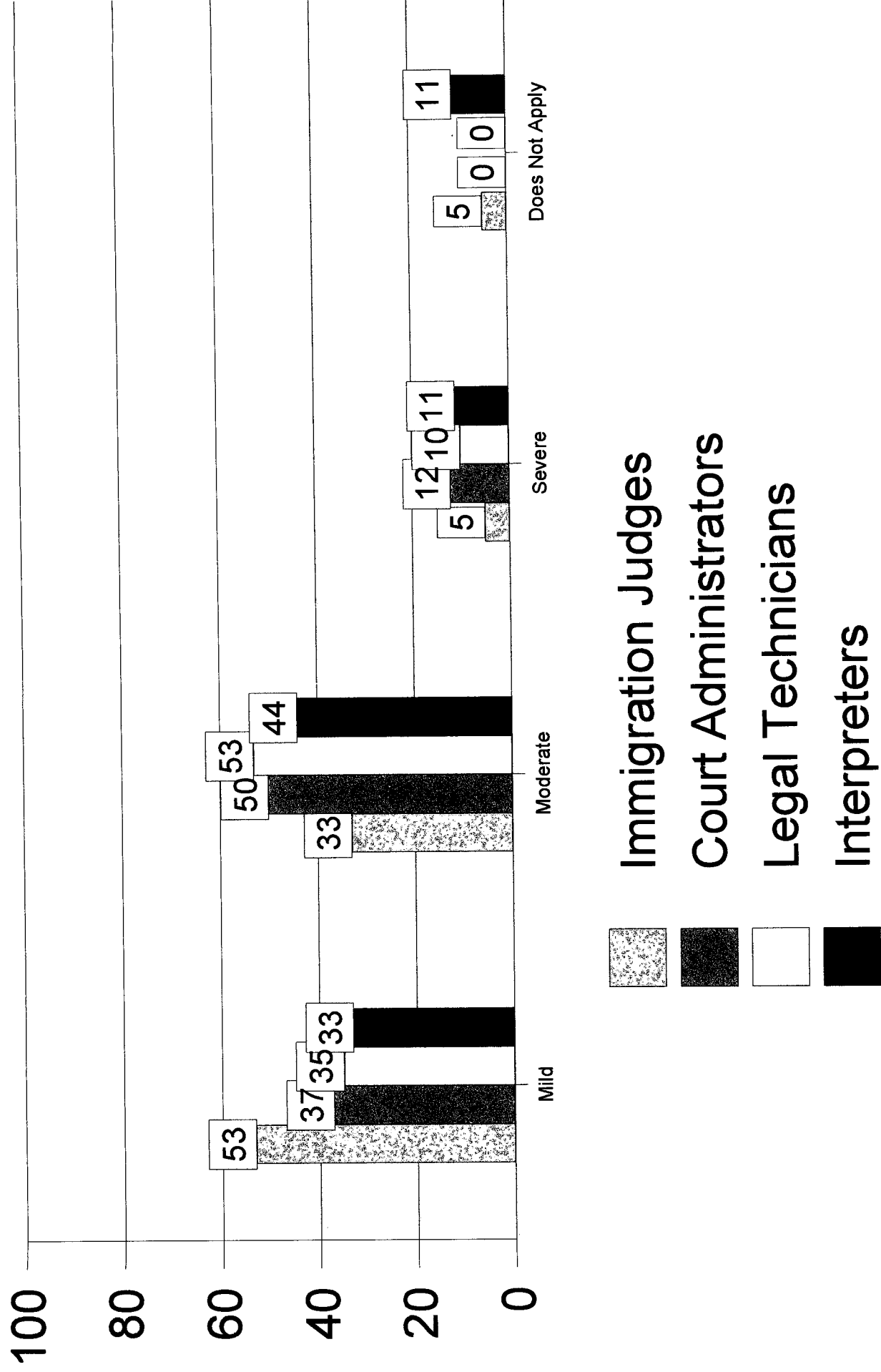
SURVEY RESULTS

Question #1
Is work or your work environment stressful?



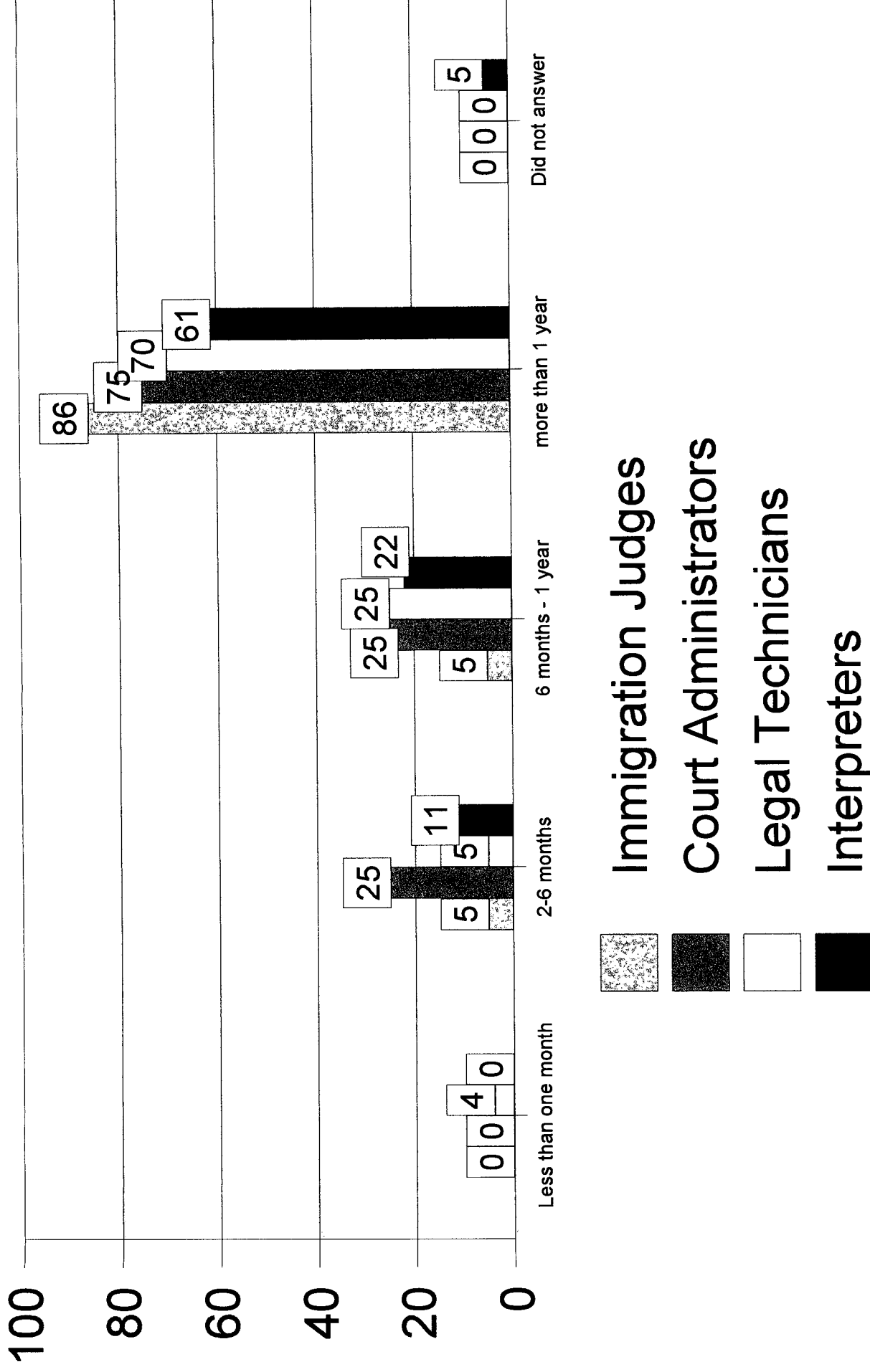
Question #2

At what level would you rate the level of your job stress?

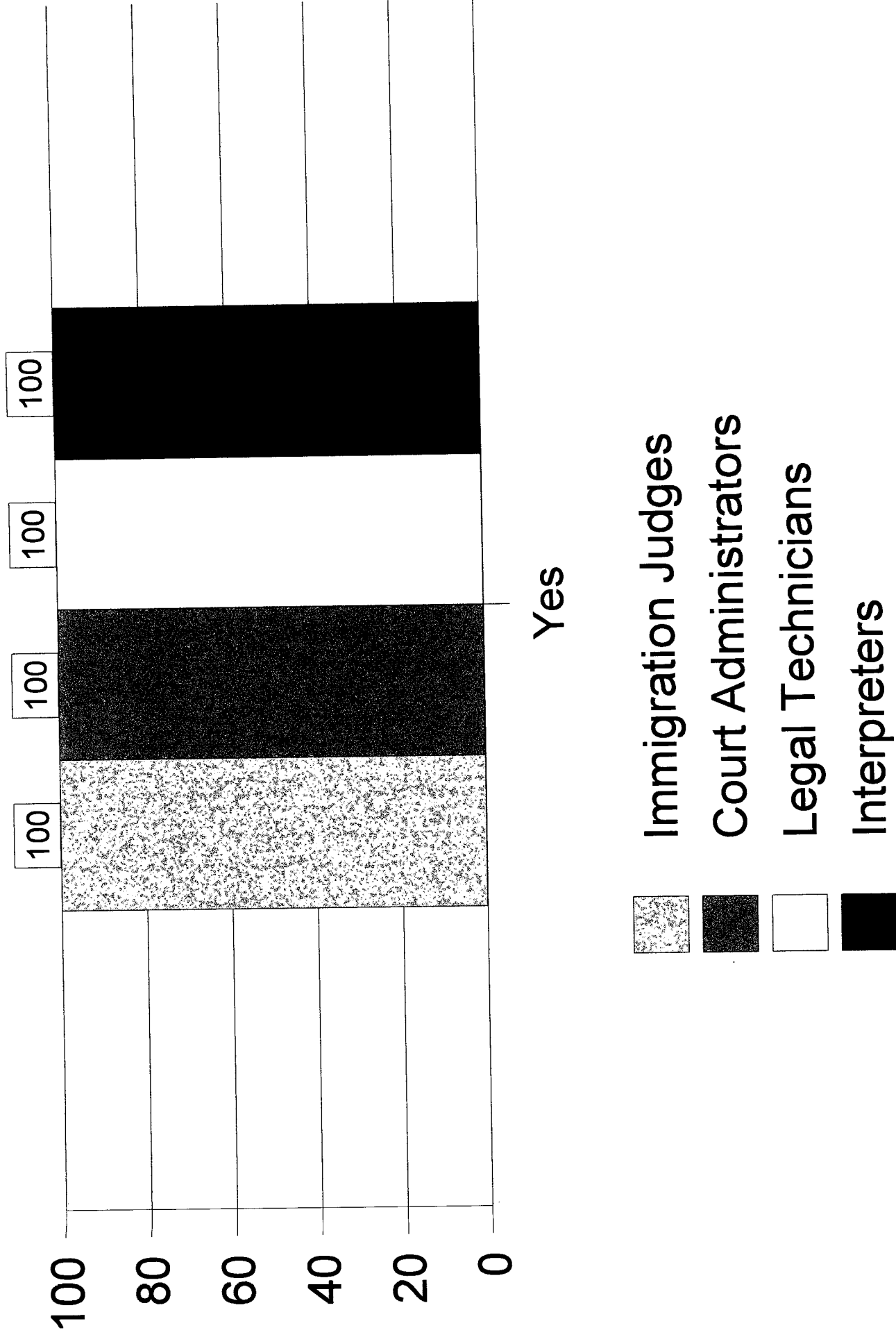


Question #3

For how long have you experienced job stress?

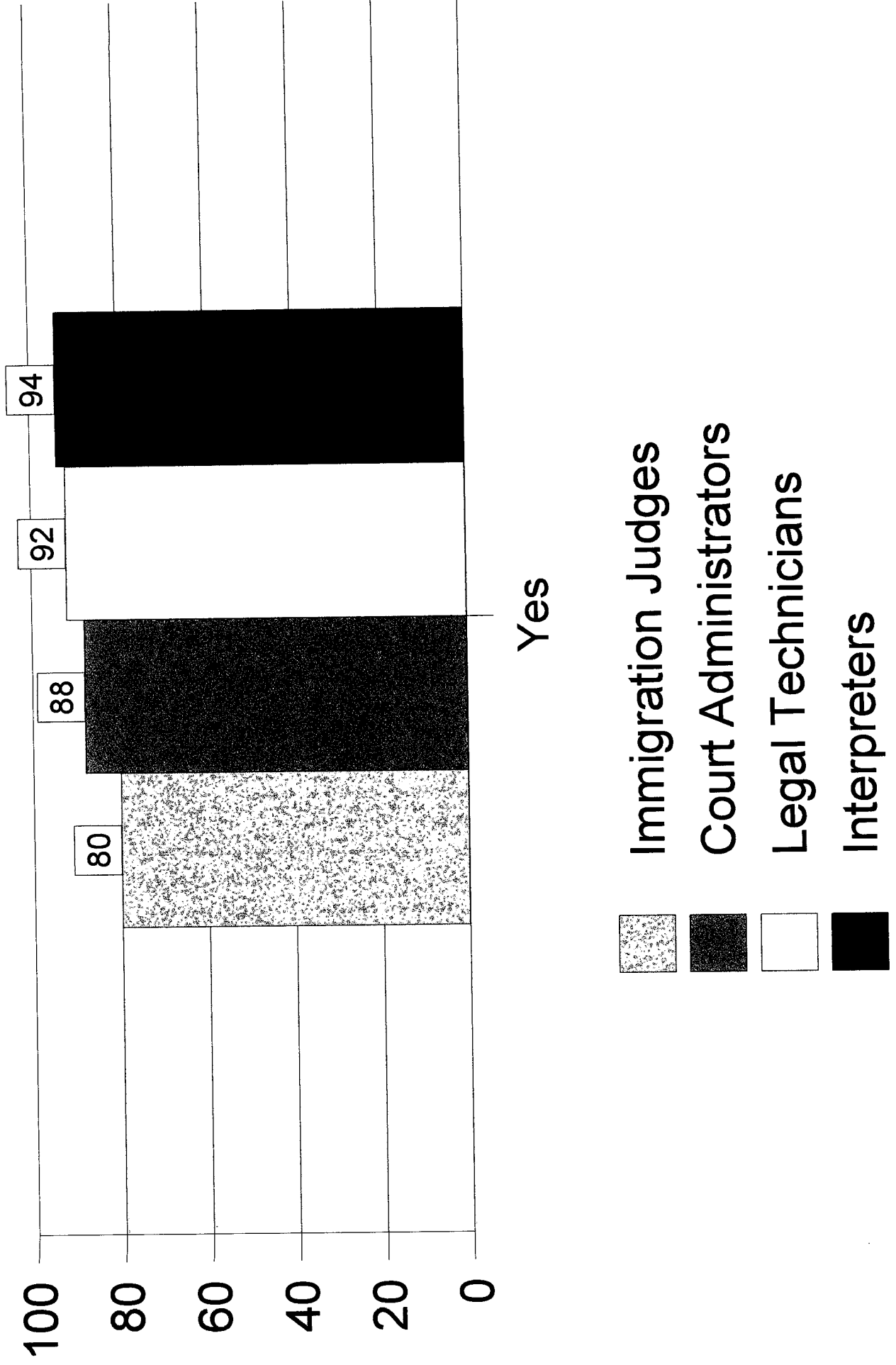


Question #4
Does stress affect your productivity?



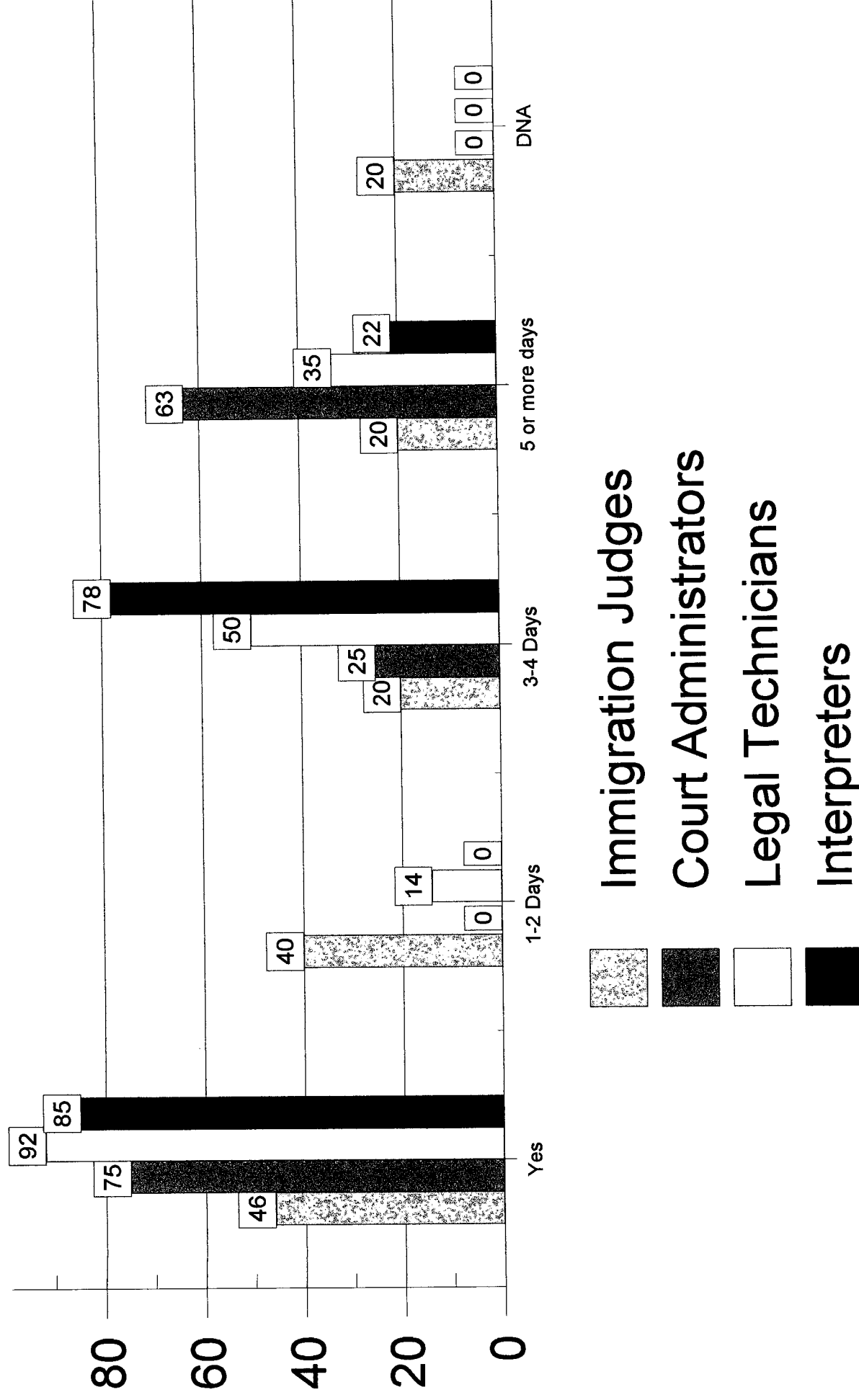
Question #5

Does stress affect how you feel?



Question #6

Have you missed work due to stress?







DNA

5 or more days

3-4 Days

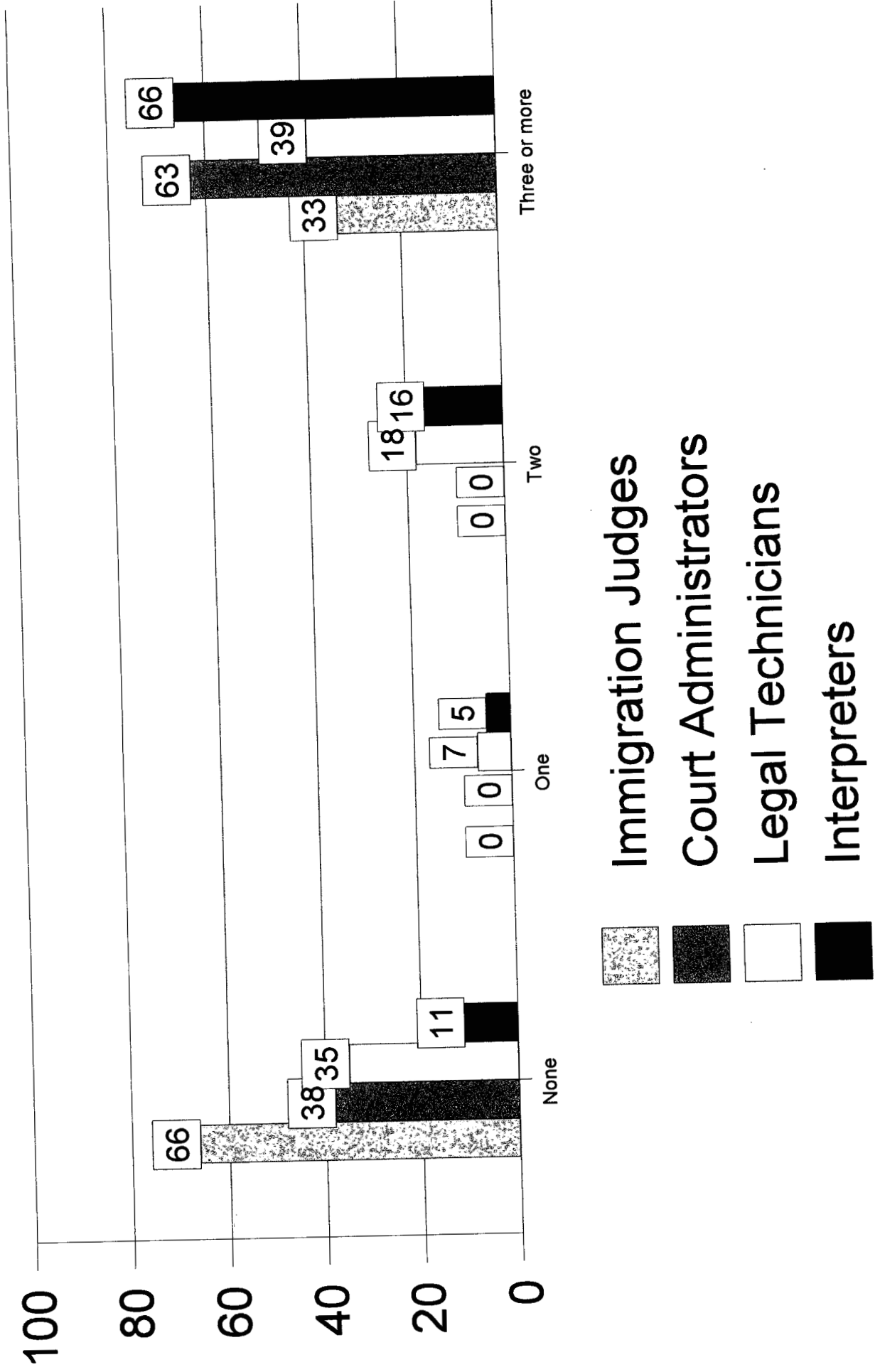
1-2 Days

Yes

-  Immigration Judges
-  Court Administrators
-  Legal Technicians
-  Interpreters

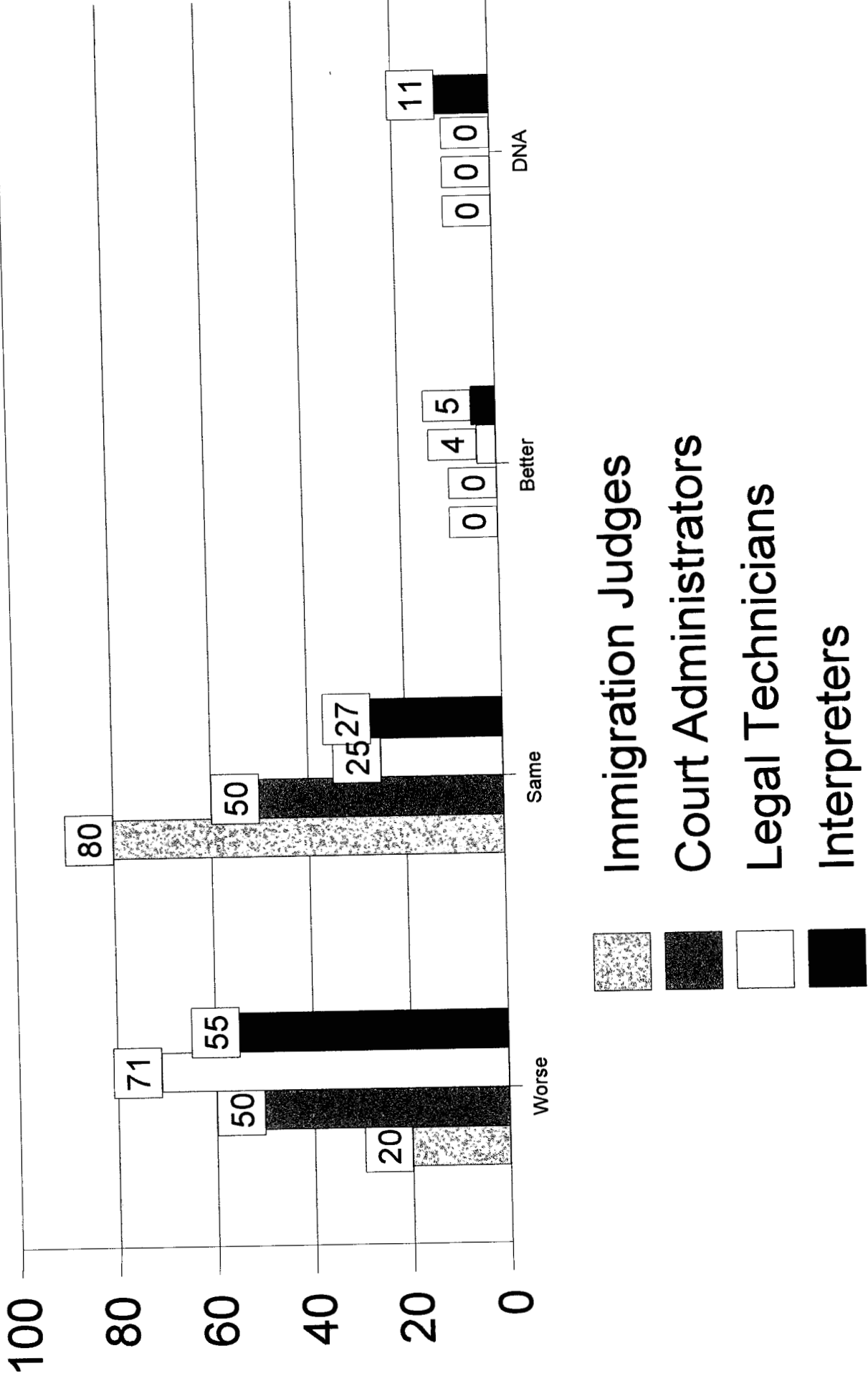
Question #7

How many attempts have you made to relieve job stress, etc?



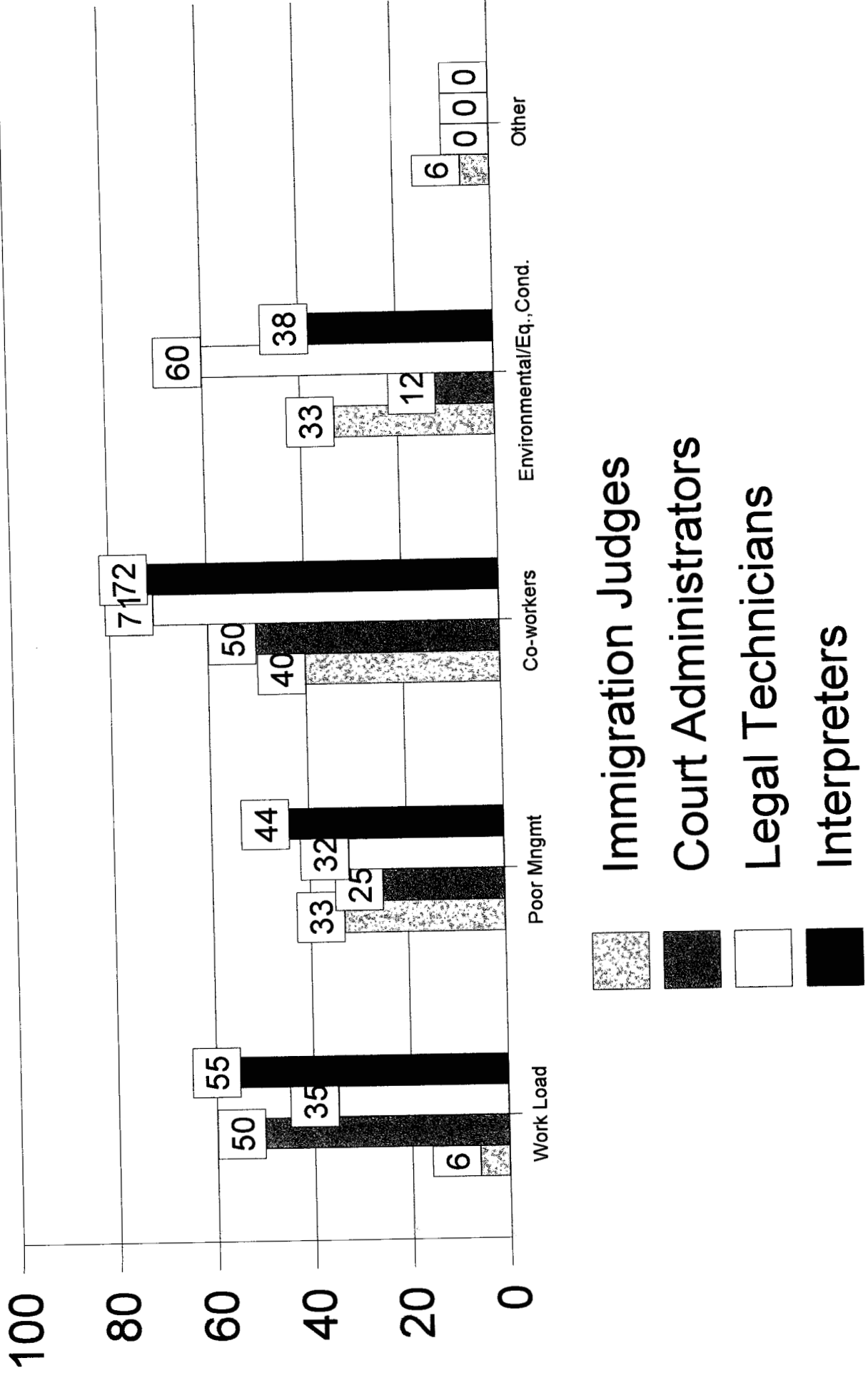
Question #8

If you do nothing, do you see your job stress: getting worse, better or same



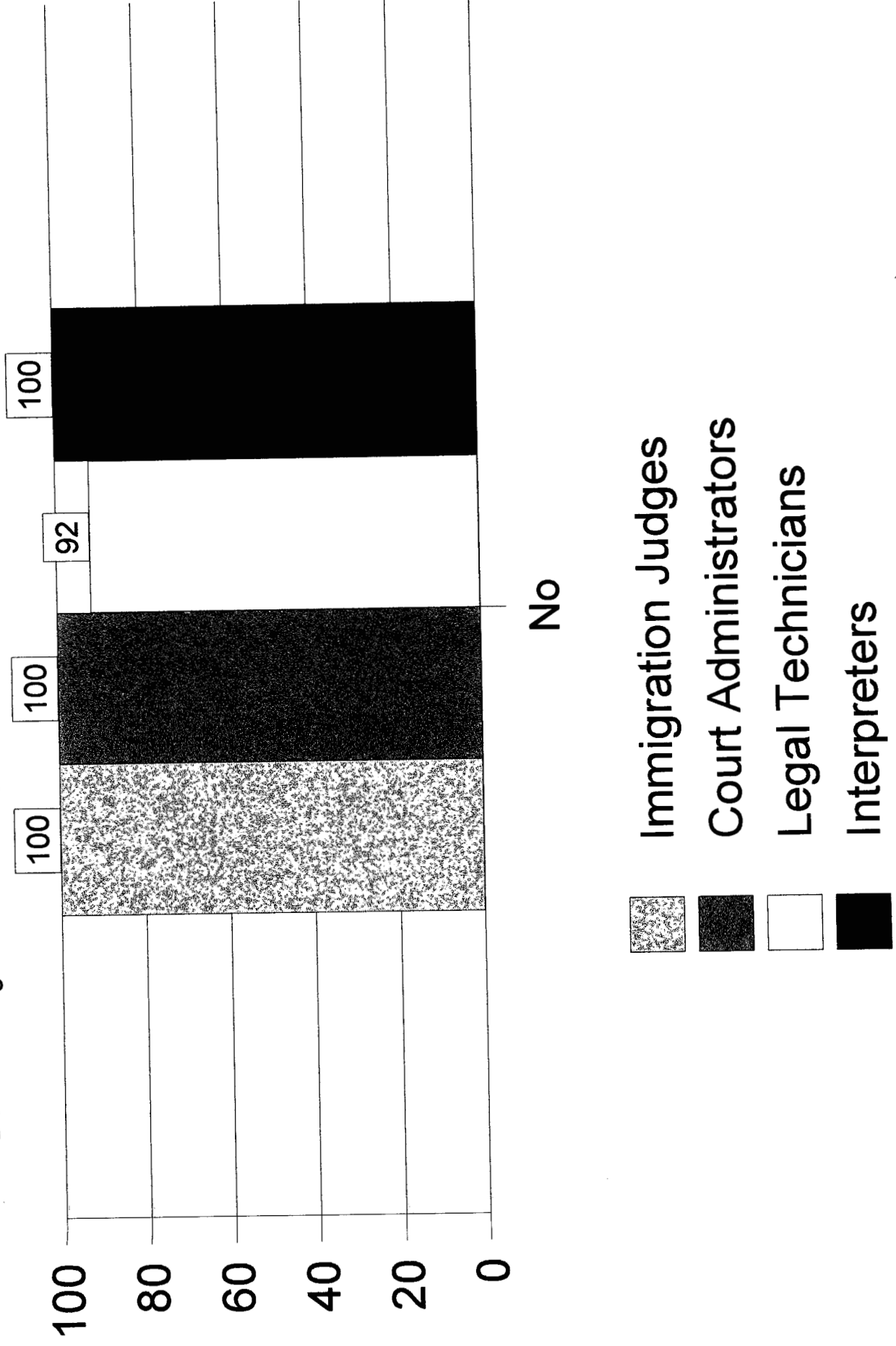
Question #9

What is the major reason contributing to job stress?



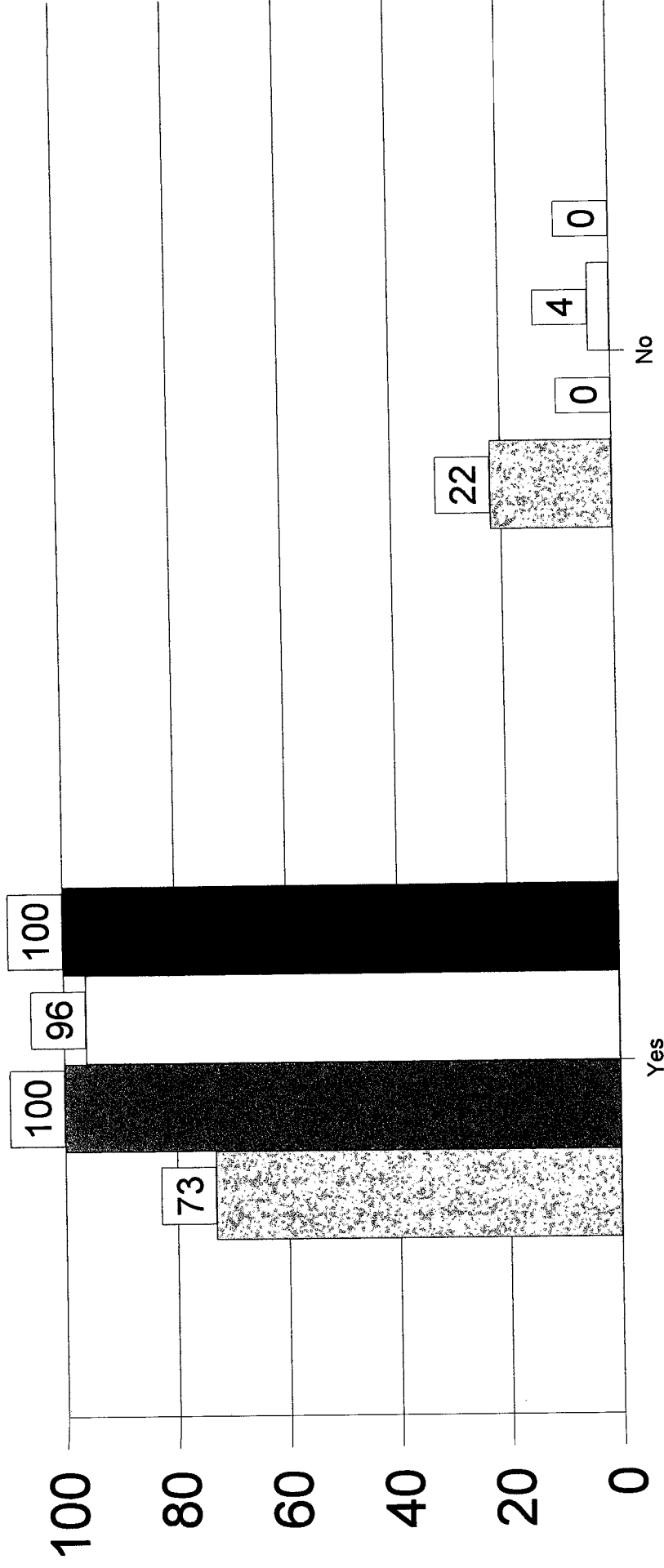
Question #10

Does the organization recognize and offer means to help manage your stress?



Question #11

Would you be interested in techniques that may help reduce or manage your stress



Immigration Judges
Court Administrators
Legal Technicians
Interpreters

Question #12

What forms of stress reduction would you find most beneficial?

